



Council on Technology Services Minutes

May 17, 2001

Mary Washington College, Fredericksburg, VA

9:30 a.m. — 12:00 p.m.

Attendance

Members:

Chairman Donald W. Upson (Secretary of Technology; Hud Croasdale for Erv Blythe (Virginia Polytechnic Institute and State University); Cheryl Clark (Department of Motor Vehicles); Ray Davis (Department of Game and Inland Fisheries); Bette Dillehay (Office of the Secretary of Technology); Scott Fairholm (Department of Information Technology); Jan Fatouros (Department of General Services); Chip German (University of Virginia); Patti Higgins (Department of Tax); Ann Genovese for Joy Hughes (George Mason University); Bernie Hill for Pete Kolakowski (Virginia Department of Transportation); David Molchany (County of Fairfax); Lan Neugent (Department of Education); Larry Gumprich for Mike O'Neil (Department of Social Services); Jim Peters (Virginia Employment Commission); Naseem Reza (Virginia State Police); Jerry Simonoff (Department of Technology Planning); Bill Wilson (Division of Legislative Automated Services).

Staff:

Executive Director David Nims (Electronic Government Implementation Division); Jenny Wootton (Electronic Government Implementation Division)

Presenters, Guests, and Representatives:

Manny Babounakis (ISNCorp); Peter Berinato (Department of Social Services); Caroline Boyd (Office of the Secretary of Technology); Paul Bucher (Virginia Department of Transportation); Jason Cadwalader (WorldCom); Bethann Canada (Department of Education); Dwain Cox (ACS); Bob Crigler (GTSI); Scott Davis (Virginia Commonwealth University); Amy DeHart (Virginia Military Institute-COVITS); Jorge De La Rosa (ATG); Bill Derr (Electronic Government Implementation Division); Paresh Dharia (GTSI); Donald Donkle (Gateway); Dottie Edwards (RBC); Bruce Gordon (Department

of Information Technology); Stuart Hooper (Merge Computer Group); Steve Horton (McGuire Woods); Diane Horvath (VIPNet); Jim Hughes (Unisys); H. F. Jones (Trilogy Consulting); Rob Jones (Trebtor Group, Inc.); Sue Keith (Oracle); Chris Law (KPMG); Doug Leber (Tivoli); Ben Lewis (Metro); Carol Marlow (Department of Social Services); Brian Mason (Department of Technology Planning); Vanessa Mattog (ISNCorp); Carroll Mitchell (WorldCom); Fred Norman (MSES); Jim Nystrom (WorldCom); John Panko (Halifax); Gay Porter (CACI); Conor Powell (VIPNet); Darlene Quackenbush (James Madison University); Murali Rao (Virginia Department of Transportation); Jay Rovniak (Lexmark); Justin Spears (Virginia Military Institute–COVITS); Jane Stanley (Com-Net Ericsson); Tim Sutor (Gateway); Diane Wresinski (Department of Technology Planning); Mary Zdanis (Gateway);

Members Absent:

Erv Blythe (Virginia Polytechnic Institute and State University); Joy Hughes (George Mason University); Bill Landside (Department of Accounts); Ken Mittendorff (Supreme Court of Virginia); Gerry Pacyna (State Corporation Commission); Rick Parks (County of Chesterfield); David Sullivan (City of Virginia Beach); and Paul Timmreck (Virginia Commonwealth University).

Welcome and Opening Remarks

Secretary of Technology Donald W. Upson welcomed everyone and thanked Mary Washington College for hosting the COTS meeting. This is the final meeting of the Council for this term. The Secretary thanked everyone for their service and for establishing COTS as a permanent part of Virginia government. COTS turns heads in the state, around the nation, and all over the world.

In the next several months, COTS and the Commonwealth have the opportunity to tie up a number of extraordinary initiatives. Virginia's model of eGovernment is different than that of other states and nations, and has evolved over the last three years. Instead of focusing on agency websites, Virginia needs to give citizens the opportunity to access multiple services from multiple agencies across multiple levels of government. Our citizens are in Virginia, but they live in a community. The My Virginia portal should be tied to the localities and branded that way, where communities will have their own environments and identities. Government should serve as a catalyst for economic development, coordination, and bringing communities along.

The e-Communities Task Force has produced the glue that will hold everything together. The Task Force could continue its work to approach an electronic environment and identify the needed infrastructure. The Task Force could come back in a few months with recommendations for the Commonwealth to the Governor and transition into a three-year statutory committee to help communities.

Government Without Boundaries is an opportunity for the federal government to pour resources into our environment. The Commonwealth of Virginia Personal Identification Number (CoVA PIN) gets a platform or a suite of services against which we can add applications and make transactions increasingly

user-friendly for citizens. What will attract attention is if we get every community in the state to participate—Virginia would be the first to implement something statewide. We have had five countries contact us to partner with our communities.

Because of the work of this Council and the relationships being built, we are starting to cross-pollinate so citizens can access services more conveniently. We have the power to put in place access to the community and to drive the agenda into the next administration. It has been a privilege to serve as chair of this Council. The Executive Committee concept works well. The Executive Committee met and the Council will get a proposal that David Molchany be named chairman. Mr. Molchany will coordinate with the secretariat.

Meeting Objectives

- Presentation on the Enterprise Architecture initiative and review of domain reports;
- Overview of the State Portal; and
- Discussion of Project Delivery. <deferred>

Approval of minutes

The minutes of the March 8, 2001, COTS meeting were approved unanimously, and the final minutes will be posted to the COTS website.

Presentation: "State of the States"

Senior Fellow William D. Eggers of the Manhattan Institute was the former project director for the eTexas effort. Mr. Eggers is writing a book on how technology is transforming government, including lessons learned and business process reengineering efforts. The presentation can be viewed at <http://www.sotech.state.va.us/cots/agenda/051701/index.htm>.

Mr. Eggers predicted that two or three years down the road personalization and customization of services will be important. The vision of portals is of more customized, personalized interactions, with co-branding between states and localities. Internet service providers have a vision that is different than that of government. Government's vision is for intergovernmental integration. The ISP vision is more radical than that and involves conducting government transactions without having to go to the government website. For example, on Southwest Airlines' site, passengers can rent a car or reserve a hotel room without ever leaving the Southwest site. In the future, citizens who want a fishing license can go to a fishing store and citizens who need their driver's licenses renewed can do so through their insurance companies or the Automobile Club. A tourist may wish to travel to Greece. The travel site notes that the passport needs to be renewed. The site has the personal information necessary and takes care of the transaction.

The private sector is better at marketing government services through syndication and aggregation of

services. Working with the private sector involves seamless customer service integration, service agreements, and privacy and security issues.

Jerry Simonoff asked Mr. Eggers what he would advise Virginia to not do. There is a tendency in government to want to control and structure. What cautions does Mr. Eggers have?

Mr. Eggers said that governments move too slowly, in general. Virginia has been an exception. A lot of governments have not done enough work on focus groups and looking at what their customers want. Do more work in surveying, polling, and running focus groups with customers using sites. In terms of financing, we once heard there were massive cost-savings to be had from eGovernment and then we started hearing that there are actually no cost savings and that it will cost more money to do this. The real answer is somewhere in between. There are cost-savings to be had from this, there are some implementation costs to be had, too.

Bette Dillehay said Virginia has accomplished a great deal by bringing the agencies and universities to the table. As Virginia moves more aggressively toward a citizen-centric environment, a process for bringing citizens to the table is needed. Would the citizen evaluation board be a useful technique for gauging success or determining directions?

Mr. Eggers said yes, that Great Britain has had a citizen's charter initiative since the 1990s that established minimum standards and offered some compensation or some kind of relief from the government if the standards were not met. This helps change the culture and affects the agencies if they do not live up to expectations. Great Britain has 5,000 citizens they poll periodically as a focus group.

Presentation: "Enterprise Architecture: A Strategic Approach for The Commonwealth"

Mr. Molchany gave a presentation on the Enterprise Architecture efforts in the Commonwealth and shared the COTS Enterprise Architecture Workgroup's domain reports on network, middleware, and security. The presentation can be seen at <http://www.sotech.state.va.us/cots/agenda/051701/index.htm>.

The Department of Technology Planning and the Electronic Government Implementation Division will develop policies, standards, and guidelines to help establish the enterprise framework. Mr. Molchany thanked the members of the Workgroup and domain teams for their hard work, and recognized the staff members for their invaluable assistance. The Enterprise Architecture Workgroup will accept changes that are needed and will ensure the policies, standards, and guidelines reflect the changes.

Mr. Molchany moved that the COTS Enterprise Architecture Workgroup domain reports for network, middleware, and security be accepted by COTS.

Discussion: Chip German said the domain reports are communication and collaboration tools that are not static, which is critical to higher education. The higher education community resonates more with the notion of collaboration and a living tool as opposed to a rigid standards model. Mr. Molchany stated

that the architecture in Fairfax changes constantly.

Bernie Hill said the policies, standards, and guidelines (PSGs) will be developed, which will solidify the way they are currently written. How will changes to the domain reports be reflected in changes to the PSGs? Mr. Molchany recommended working with the Department of Technology Planning and the eGovernment Division to change the PSGs and keep the enterprise architecture alive. Mr. Hill suggested creating sunset dates to ensure the PSGs and reports are revisited. The shelf life for PSGs is rather short, and, like building codes, they are still hanging on. Consequently, new building materials are not permitted.

Mr. Hill moved to amend the motion to include a sunset provision of twelve months.

Mr. Simonoff said there is a perception that when a PSG is looked at, it is looked at as a standard. Mr. Hill said agencies are audited internally and externally against PSGs. Mr. Simonoff said the implication is that we have to become better at not just providing documentation but providing education to facilitate use and understanding. Our responsibility does not end with putting out PSGs.

Ms. Dillehay asked Mr. Hill if he intended that the sunset clause would be attached to the PSG as well as the domain reports. What would happen if, in twelve months, the PSGs would become obsolete? Ms. Dillehay recommended a more efficient process where COTS and the Department of Technology Planning could create a PSG process that incorporated a required review process rather than making PSGs ineffective.

Mr. Molchany moved to amend the motion to include COTS shall review the documents at a minimum frequency of twelve months.

The amended motion is: To accept the COTS Enterprise Architecture Workgroup domain reports for network, middleware, and security, and COTS to review the documents at a minimum frequency of twelve months. The motion passed unanimously.

Presentation: "Portal Overview"

William Derr of the Electronic Government Implementation Division delivered a presentation on the state of the state portal in Virginia. The presentation can be viewed online at <http://www.sotech.state.va.us/cots/agenda/051701/index.htm>.

Presentation: "Project Delivery"

Due to time constraints, the presentation on Project Delivery was deferred.

Seat Management Workgroup Update

Constance Scott from the Seat Management Section reported that the COTS Seat Management Workgroup Metrics Sub-Workgroup revised the Total Cost of Ownership (TCO) study guidelines in response to the seat management motion passed in January.

In terms of the procurement vehicle, a modification is being put in place to the seat management contract. The modification has been signed by two vendors and will be signed by the third vendor. The modification provides the ability to add services to the seat management contract, which is a service contract. The modifications place the program into a brokerage point of view, remove branding as an issue, and branch out in other areas in a controlled fashion.

To date, the Seat Management Section has completed eleven TCO studies—two are in draft review and five are in progress. The initial TCO studies involve the category of agencies with 100 or fewer employees. Ms. Scott commended Chuck Tyger of the Seat Management Section for creating the model for agencies that will be posted to the Seat Management website.

Ms. Scott reported the Seat Management Section had begun working with GartnerGroup and the Department of Social Services to develop a model for completing TCO studies in large agencies. Five TCO studies are underway by the vendors and two more are pending.

The Department of Information Technology has signed a contract to deploy seat management.

Hud Croasdale asked whether the modification to the seat management contract was checked to ensure the Commonwealth would not get in trouble for broadening the original scope of the vehicle. Ms. Scott said the modification was completed by the Department of Information Technology Acquisition Services Division in conjunctions with the Attorney General's Office.

Cheryl Clark asked how many seats will be under contract by June 30? Ms. Scott said there was no projected estimate and the count will include a variety of programs. The funding issues have come under examination and the Section is working with the Department of Corrections to develop a model for large agencies and to move from reactive spending patterns to proactive spending patterns. Mr. Simonoff said the Department of Technology Planning and the Electronic Government Implementation Division will be going on seat management in July.

Mr. Nims introduced the TCO study guidelines that address the motion that was passed where COTS asked to introduce a maximum level of flexibility to the TCO study model. The Seat Management Workgroup developed a three-tiered approach. One focuses on the GartnerGroup methodology, the fullest realization of the TCO study. The other two tiers allows for using metrics that are compatible with the GartnerGroup metrics and an internally-developed methodology. Once the Council approves the TCO methodology the Secretary can move forward in providing guidance to Executive Branch agencies in compliance with the requirements of the Appropriation Act.

Mr. German said the TCO study guidelines reflected a massive improvement. Mr. German raised

questions as to how the direct hardware and software costs can be calculated and the flexible application of best practices implementation status sheet. A provisional statement of support with post-meeting clarification would be useful. Ms. Higgins requested to see more detail in the TCO study guidelines.

Ms. Dillehay remarked that it is difficult to strike a balance between being flexible and being too vague. The Secretary's Office faces a real issue in not complying with the language of the Appropriation Act as it calls for the creation of those guidelines. Ms. Dillehay urged COTS to take into consideration the urgency that exists in moving forward. Ms. Dillehay recommended exploring a means for provisional approval. Mr. Croasdale said he is collecting comments from his colleagues and asked for flexibility to pursue those comments.

Mr. German said there is a sense of support and a need for clarification. Mr. German recommended the COTS Executive Committee be subject to final submission of concerns. Naseem Reza asked what the practical implications are in approving the TCO study guidelines now. Ms. Dillehay said the guidelines intend to comply with the language in the Appropriation Act. As it stands, agencies are not allowed to procure desktop hardware until they have conducted a TCO study subject to the creation of these guidelines. If the guidelines don't exist, then the limitation does not exist.

Mr. German suggested COTS take the TCO study guidelines under advisement for now with the understanding that the guidelines will be taken up by the Executive Committee. The Executive Committee meetings are public meetings. Mr. Reza urged the Executive Committee to consider the implications he raised. Mr. German asked the COTS members to work with their constituencies to ensure feedback is received. Feedback should be directed to Constance Scott in the Seat Management Section by June 8.

Mr. German moved that the Executive Committee be empowered to act on the acceptance of the Total Cost of Ownership study guidelines, subject to clarification and comments to the Seat Management Section in advance of that action. The motion was passed unanimously.

COTS Executive Committee Update

Mr. Nims asked the COTS members to review the memorandum that amends the document that was passed last July when the Executive Committee was created. The memorandum seeks COTS members' concurrence that the chair elect, David Molchany, be endorsed as chairman of the COTS Executive Committee.

The motion that the Council amend the Executive Committee guidelines letter to say that the chairman would be elected by the body of the Committee and that David Molchany be ratified as chairman of the Executive Committee for a term coincidental with his term on the Council was passed unanimously.

Mr. Molchany reported that the Executive Committee is developing a portfolio of projects from Executive Order 65. Many initiatives overlap and the Executive Committee is going to create a package

and a recommendation for what COTS should be looking at. A retreat for COTS members later in the summer is being planned, and a number of new topics were discussed, including wireless, Health Insurance Portability and Accountability Act (HIPAA), portal, electronic payments, voice-over IP, privacy and security, access, COVANET, and more coordination with the Joint Commission on Technology and Science.

The Executive Committee also provided input into the Commonwealth of Virginia Information Technology Symposium (COVITS) 2001, including the Governor's Technology Awards. The Executive Committee passed a motion to request the opportunity to review the PricewaterhouseCoopers e-readiness assessment of the Department of Information Technology. Secretary Upson will bring the study to COTS after the CIO Advisory Board looks at it. COTS can, in its advisory capacity, provide recommendations to the Secretary. The Executive Committee is working with the Library of Virginia on Electronic Records Management draft guidelines. The partnership provides more visibility and allows COTS the opportunity to provide input to the guidelines.

New Business/Public Discussion/Closing Remarks

Mr. Nims reported that COTS did not win the Innovations in American Government Award. The letter indicated that COTS was considered noteworthy and a best practice, and was in the top 25% of applications.

Mr. Nims thanked Mary Washington College for hosting the meeting and providing lunch and snacks.

Ms. Dillehay said the Health Insurance Portability and Accountability Act (HIPAA) is perceived to be a larger problem than Y2K. The Secretary's Office is working with the Secretary of Health and Human Resources (HHR) and his Office to put together a core group for ensuring HIPAA compliance. At the last National Association of Information Resources Executives (NASIRE, now NASCIO), a whole session was devoted to HIPAA. Once the core approach has been developed, Ms. Dillehay suggested bringing it to COTS for review and comment. State government is not ignoring HIPAA, and the core team will include local government. Some states are creating a project office.

Adjourn

The meeting was adjourned at 12:45 p.m.

Next Meeting

July 12, 2001

9:30 a.m. — 12:00 p.m. COTS business meeting

Virginia Department of Transportation Auditorium, Richmond, VA

Respectfully Submitted,

Jennifer L. Wootton
Electronic Government Implementation Division